

The background of the page features a large, light gray watermark of the Missouri State Fire Marshal Seal. The seal is shield-shaped with a curved top. The outer border contains the text "DEPT. OF PUBLIC SAFETY" at the top and "MISSOURI STATE" on the sides. Inside the shield, there is a central emblem featuring a bear and a plow, with the words "FIRE SAFETY" and "PROTECTION" visible. At the bottom of the shield, the words "FIRE MARSHAL" are written in a large, bold font.

# Missouri Division of Fire Safety Strategic Plan

Revised 11-05



## VISION

The Division of Fire Safety will be recognized as the premier provider for life and fire protection creating a safer environment for the citizens and visitors of Missouri by minimizing the threat of death, injury and property loss.

## MISSION

The Division of Fire Safety provides proactive statutory enforcement, regulatory oversight and education to protect all lives and property from the devastation of fires, explosions and life safety perils.

## VALUES

### **Responsibility**

We are accountable to those we serve.

### **Integrity**

We adhere to a strict ethical code.

### **Professionalism**

We have a conscientious awareness of our role, image, skills and knowledge.

### **Fairness**

We will serve all in a courteous, dignified and respectful manner.

### **Dedication**

We are committed to fulfilling the mandates set forth for the Division of Fire Safety with excellence.



## History of the Missouri Division of Fire Safety

The Office of the State Fire Marshal was created in 1972 by the 76<sup>th</sup> General Assembly. The Fire Marshal's Office was transferred to the Department of Public Safety by the Omnibus State Reorganization Act of 1974. In 1985, the State Fire Marshal's Office became known as the Division of Fire Safety.

The duties and responsibilities of the Division of Fire Safety have grown to include:

- 1) Conducting fire safety inspections of facilities licensed by the Department of Health, Department of Mental Health and the Division of Family Services.
- 2) Investigation of fires and explosions and explosives-related incidents.
- 3) Regulating and permitting the use and sale of fireworks as well as licensure of operators of fireworks displays.
- 4) Providing in-depth training and accredited certification for emergency response personnel.
- 5) Administration of the state-wide National Fire Incident Reporting System and the State Mutual Aid System.
- 6) Inspection and issuance of permits for boiler and pressure vessels.
- 7) Inspection and issuance of state operating permits for elevators and escalators.
- 8) Inspection and issuance of operating permits for amusement rides.
- 9) Evaluation and issuance of practicing licenses for private fire investigators, boiler inspectors, elevator inspectors and amusement ride inspectors.



# Strategic Goals of the Missouri Division of Fire Safety

## Strategic Goal 1

Reduce the threat of death and injury due to fire and other life safety perils.

## Strategic Goal 2

Employ new technologies to better perform the duties of the Division.

## Strategic Goal 3

Enhance measures to detect, deter and respond to the threat of terrorism, natural disasters and all hazard incidents.

## Strategic Goal 4

Increase employee safety, well-being and effectiveness.

## Strategic Goal 5

Support and increase statewide interoperability with federal, state and local entities

## Strategic Goal 1

- Reduction of the threat of death and injury due to fire and life safety perils.

**Objective 1.1: - A 10% reduction in the reported 369 injuries and 87 deaths from fire in 2004.**

### **Strategies:**

- 1.1.1 – Increase training and certification of private, public and industrial fire fighters/responders.
- 1.1.2 – Develop a means to track accidental fires to identify preventable causes.
- 1.1.3 – Begin development of a partnership with local government, fire service and industry to establish the need and promote the benefits of a statewide fire and building code.
- 1.1.4 - Identify and adopt stricter standards applying to persons installing, repairing or maintaining equipment permitted by the Division.
- 1.1.5 - Pursue state licensing requirements for the installation and maintenance of fire protection systems and equipment.
- 1.1.6 - Train and/or evaluate persons licensed or approved within the scope of the statutory authority of the Division.

**Objective 1.2 – Expand the fire safety inspection program**

### **Strategies:**

- 1.2.1 – Obtain an additional full time employee to coordinate public fire safety education and conduct inspections.
- 1.2.2 - Obtain grant monies for the purchase of public fire safety education resources.
- 1.2.3 – Obtain grant monies to establish a smoke detector and carbon monoxide detector placement program.

### **Outcome Measures:**

- The number of persons injured or killed.
- The number of accidental fires.
- The number of public fire safety education events.
- The number of smoke and carbon monoxide detectors placed in homes.

### **Objective measures:**

- Percentage decrease in injuries and deaths.
- Percentage reduction in accidental fire causes.

## Strategic Goal 1 (Continued)

### **Objective measures: (Continued)**

- The increase in public fire safety education events conducted by Division personnel.
- Percentage increase in persons trained and certified.

### **Output Measures:**

- Additional inspections conducted.
- Man-hours spent on public fire safety education.
- Types of preventable causes identified.
- Comparison of injury/death rates from previous years.
- Comparison of levels of certification.
- The number of persons attending training and obtaining certification.

## Strategic Goal 2

- Employ new technologies to better perform the duties of the Division.

### **Objective 2.1 - Improve efficiency and productivity of the Division through the use of technology.**

#### **Strategies:**

- 2.1.1 – Employ digital cameras to replace film cameras and reduce processing costs.
- 2.1.2 – Use digital delivery of reports, photographs and correspondence to save postage costs and improve operational times.
- 2.1.3 – Obtain grant monies to purchase and implement use of mobile information devices for field inspections.
- 2.1.4 - Improve connectivity of employees through the use of wireless devices to include two-way messaging and wireless communications.
- 2.1.5 – Utilize web-based systems for Division functions.

#### **Outcome Measures:**

- Expenditures for film development.
- Expenditures for postage costs.
- Time spent on report submissions.
- Expenditures on long distance phone calls.

#### **Objective Measures:**

- The percentage decrease in expenditures for film costs.
- The percentage decrease in expenditures for postage costs.
- Reduction in man-hours spent on inspection report submissions.
- Reduction in toll call charges.

#### **Output Measures:**

- Dollars saved in film processing fees.
- Dollars saved on postage expense.
- Comparison in productivity regarding inspection report submission and data entry.
- Dollars saved on toll call expenses.

### Strategic Goal 3

- Enhancement of measures to detect, deter and respond to the threat of terrorism, natural disasters and all hazard incidents.

#### **Objective 3.1 - Increase programs offered relating to threats from all hazards.**

##### **Strategies:**

- 3.1.1 – Continued use of canine programs.
- 3.1.2 – Provide in-service training to daycare providers in the recognition of terrorism precursors and mitigation of all hazards.
- 3.1.3 – Inclusion of fire service in intelligence gathering process.
- 3.1.4 – Continual evaluation and update of the State Mutual Aid System.
- 3.1.5 – Review state training contracts to ensure terrorism and all hazard response courses are offered.

##### **Outcome Measures:**

- Number of programs being utilized by the Division's customers.
- Number of courses offered by the Division pertaining to terrorism.

##### **Objective Measures:**

- Percentage increase in canine team responses.
- Increase in training sessions offered to daycare providers.
- Increase in the intelligence reports gathered from fire service.

##### **Output Measures:**

- Increase in positive lab results of submitted fire scene samples.
- Number of in-service sessions offered to daycare providers.
- Number of fire departments actively engaged in intelligence reporting process.
- Number of all hazard related training topics offered.



## Strategic Goal 4

- Increase employee safety, well-being and effectiveness

### **Objective 4.1 – Implement a vehicle replacement and maintenance program**

#### **Strategies:**

- 4.1.1 – Adhere to Office of Administration's vehicle replacement mileage guidelines.
- 4.1.2 – Obtain core budget funding for annual vehicle purchases and maintenance.
- 4.1.3 – Match vehicle type to each individual unit's duties and functions.

### **Objective 4.2 – Ensure all levels of staff are familiar with the Division's policies and procedures in an effort to promote effective communication and efficiency.**

- 4.2.1 – Offer periodic training to Division staff on various sections of policy and procedure manual to promote consistency.
- 4.2.2 – Assign staff to a policy review team and schedule reviews of Division policies twice annually.
- 4.2.3 – Implement new employee orientation procedures and training officer programs.

### **Objective 4.3 – Increase the number of Division units which are self-supporting through the establishment of fee structures for services offered to customers.**

- 4.3.1 – Introduce legislation and promulgate rules pertaining to fees for Division services.
- 4.3.2 – Establish alternative funding sources.

### **Objective 4.4 – Support and empower Division staff at all levels to take ownership and responsibility of challenges presented to them.**

- 4.4.1 – Provide training related to individual responsibilities at all staff levels.
- 4.4.2 – Improve interpersonal skills of staff through training and experience.

### **Objective 4.5 – Continue efforts to bring pay parity of Division personnel equivalent to that offered in the private and public sector.**

- 4.5.1 – Identify private and public sector salary levels for like-duty positions to be used for future salary guidelines.

## Strategic Goal 4 (continued)

4.5.2 – Obtain budget funding for competitive employee recruitment, pay and retention.

### **Objective 4.6 – Develop standard evaluation forms to be available to all persons utilizing services offered by the Division.**

4.6.1 – Place a general evaluation form on the Division's web site for ease of access.

4.6.2 – Provide evaluation forms to Division staff for distribution to customers.

4.6.3 – Periodically follow-up on general evaluations with the mailing of a detailed evaluation form pertaining to a particular Division program.

### **Outcome Measures:**

- High mileage vehicles.
- Use of procedural guidelines.
- Budget amount self-funded by fees.
- Numbers of employees retained over a 5 year period.
- Satisfaction of the Division's customers.

### **Objective Measures:**

- Percentage of high mileage vehicle in the Division's fleet.
- Percentage of annual budget funded through self-supporting programs.
- Turn-over rate of Division employees.
- The number of evaluations returned or submitted for review.

### **Output Measures:**

- The number of lower mileage fleet vehicles for the Division.
- Reduction in repair and maintenance costs on vehicles.
- Increased employee retention within the Division.
- Recognition of satisfaction related issues with Division practices and services.

## Strategic Goal 5

- Support and increase state-wide interoperability with federal, state and local entities

### **Objective 5.1 - The Division will meet or exceed the state and federal guidelines for compliance with interoperability standards**

#### **Strategies:**

- 5.1.1 – Require all supervisory personnel obtain NIMS and ICS training.
- 5.1.2 – Offer ICS training to all levels of Division staff.
- 5.1.3 – Make three new interoperable radio frequencies available to all responders.

### **Objective 5.2 - Work with SEMA and local agencies to identify ways to coordinate fire service and haz-mat responses.**

- 5.2.1 – Update and maintain the statewide mutual aid operating guide.
- 5.2.2 – Conduct periodic meetings with Regional Mutual Aid coordinators to identify best practices and response guidelines.
- 5.2.3 – Periodically review and update the State Emergency Operation Plan annexes pertaining to Division responsibilities.

#### **Outcome Measures:**

- Number of employees trained in NIMS or ICS.
- Number of licenses granted for new radio frequencies.
- Number of meetings held concerning Statewide Mutual Aid.

#### **Objective Measures:**

- Percentage of employees trained in NIMS or ICS.
- Percentage of supervisors certified at NIMS level.
- The number of meetings held with Regional Coordinators.

#### **Output Measures:**

- The increase in Division employees trained in ICS.
- The increase in Division personnel trained in NIMS.
- An updated Statewide Mutual Aid response guide.
- Increased participation in the mutual aid process by local agencies.